

Solid Waste Services

MISSION STATEMENT

The mission of the Solid Waste Services Division is to manage the County's solid waste in an environmentally and economically sound manner. The goal is to recycle 50 percent of the municipal solid waste stream through an integrated solid waste management system. Waste delivered to the County that is not reused or recycled is processed in a Resource Recovery Facility (RRF) which produces electricity, while nonprocessible waste and ash are landfilled. The Division also provides contractual refuse collection services to single-family households in Subdistrict A of the Solid Waste Management District and contractual recycling collection throughout the County to single-family households outside of municipalities.

BUDGET OVERVIEW

The total recommended FY05 Operating Budget for the Division of Solid Waste Services is \$105,005,500, an increase of \$9,322,130 or 9.7 percent from the FY04 Approved Budget of \$95,683,370. Personnel Costs comprise 9.7 percent of the budget for 74 full-time positions for 147.7 workyears. Operating Expenses, Capital Outlay, and Debt Service account for the remaining 90.3 percent of the FY05 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding. Please see Section 5 for information related to the CIP.

PROGRAM CONTACTS

Contact Scott McClure of the Division of Solid Waste Services at 240.777.6436 or Alex Espinosa of the Office of Management and Budget at 240.777.2767 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Automation

This program provides for the overall operation and maintenance of existing computer equipment, as well as the purchase of any new automation equipment and technology to support effective and efficient achievement of the Division's mission.

FY05 Recommended Changes

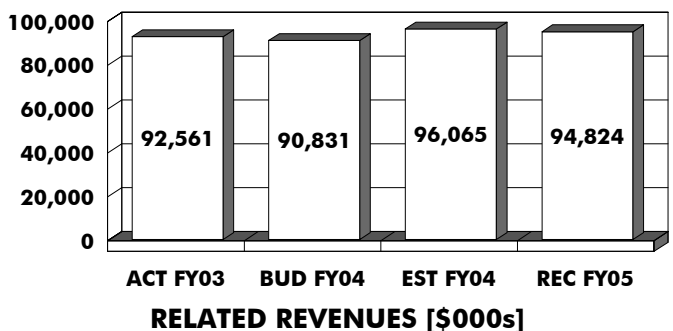
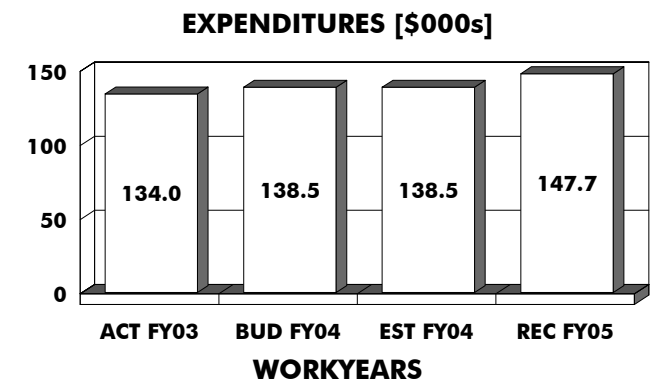
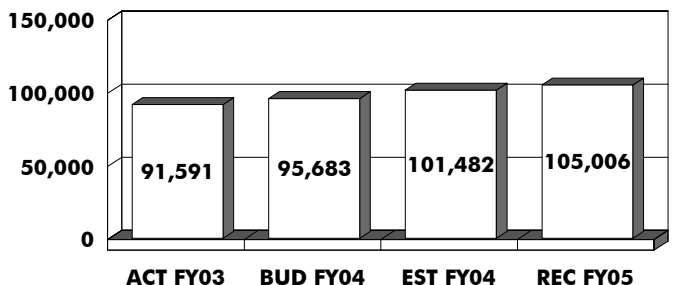
	Expenditures	WYs
FY04 Approved	284,630	2.2
Enhance: Purchase new plotter	9,220	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-6,410	-0.1
FY05 CE Recommended	287,440	2.1

Program Summary

	Expenditures	WYs
Automation	287,440	2.1
Revenue Analysis & System Evaluation	472,510	5.4
Commercial Recycling	1,185,380	8.2
Dickerson Compost Facility	2,933,200	1.0
Dickerson Master Plan	187,710	1.6
Gude Landfill	220,630	0.6
Mixed Paper Recycling	1,687,290	0.5
Oaks Landfill	1,301,380	1.2
Out-of-County Refuse Disposal	11,610,980	0.6
Recycling - Multi-Family Dwellings	599,080	3.6
Recycling - Residential	16,506,660	20.4
Recycling Center	2,931,500	4.6
Waste System Program Development	98,800	1.4
Residential Recycling Outreach & Education	420,660	0.9
Support for Recycling Volunteers	136,140	1.1
Regulation of Refuse & Recycling Collection	72,280	0.8
Residential Household Hazardous Waste	936,440	0.5
Resource Recovery Facility	44,969,660	3.3
Satellite Drop-Off Sites	488,740	3.2
Site 2 Landfill	135,440	0.4
Solid Waste Enforcement	873,920	8.9
Solid Waste Transfer Station	2,054,150	7.4
Waste Detoxification	31,370	0.1
Waste Reduction	267,800	0.8
Debt Service - Disposal Fund	4,070,780	0.0
Administration	1,009,020	7.8
Refuse Collection - Residential	5,066,940	8.7
Vacuum Leaf Collection	4,449,600	52.6

105,005,500 147.7

Trends



Revenue Analysis & System Evaluation

This program supports solid waste policy issues through revenue analysis and overall system evaluation. The main objectives are: rate-setting and enterprise fund management; revenue and tonnage tracking; ratepayer database management; appeals processing; tipping fee billing to waste haulers; business management, policy analysis, and performance measurement.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	343,500	4.0
Increase Cost: Administrative support through the abolishment of an Executive Administrative Aide and the creation of a Senior Financial Specialist	22,090	-0.2
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	106,920	1.6
FY05 CE Recommended	472,510	5.4

Personnel costs and workyears are reallocated from other programs.

Commercial Recycling

This program provides for mandatory commercial sector recycling and waste reduction and the review of recycling and waste reduction plans and annual reports from all large and medium-sized businesses, as well as targeted small businesses. Through this program, technical support, assistance, outreach, and training is provided to the commercial sector in the areas of recycling, buying recycled products, and waste reduction.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	963,090	6.5
Add: Enforcement component to commercial recycling program	143,910	1.6
Increase Cost: Notification materials for amendments to Executive Regulation 109-92	70,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	8,380	0.1
FY05 CE Recommended	1,185,380	8.2

Dickerson Compost Facility

This program includes all functions necessary to transport, process, and compost yard trim that is received by the County through either curbside collection, drop-off at the Transfer Station, or collection through the Leaf Vacuuming Program. The yard trim is processed at the facility and then sold in bulk and bags.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	2,408,940	1.0
Enhance: Replace front end loader	240,000	0.0
Enhance: Replace stormwater pond outfall pipes	100,000	0.0
Enhance: Bagging equipment	261,920	0.0

Increase Cost: Replace Gothic barn geothermal condenser unit	15,500	0.0
Increase Cost: Facility operating contract due to additional incoming material and transportation charges	281,910	0.0
Decrease Cost: Elimination of One-Time Items in FY04	-440,330	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	65,260	0.0
FY05 CE Recommended	2,933,200	1.0

Dickerson Master Plan

This program provides for the implementation of the Dickerson Solid Waste Facilities Master Plan. This plan identifies the environmental and community effects of solid waste facilities in the Dickerson area (the RRF, the Site 2 Landfill, and the Compost Facility) and outlines policies and actions to mitigate those effects.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	235,830	1.6
Decrease Cost: Elimination of One-Time Items in FY04	-35,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-13,120	0.0
FY05 CE Recommended	187,710	1.6

Gude Landfill

The purpose of this program is to monitor air and water quality around the landfill, maintain stormwater management and erosion control structures, maintain site roads, and manage the landfill gas. In addition, it encompasses all operational functions necessary to maintain the Gude Landfill, which closed in 1982, in an environmentally sound and cost-effective manner.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	212,720	0.6
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	7,910	0.0
FY05 CE Recommended	220,630	0.6

Mixed Paper Recycling

This program provides for the management, processing, and marketing of the County's residential mixed paper. Residential mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	1,639,530	0.5
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	47,760	0.0
FY05 CE Recommended	1,687,290	0.5

Oaks Landfill

This program maintains the closed Oaks Landfill in an environmentally sound and cost-effective manner in accordance with applicable State and Federal regulations. Mandated duties under this program include maintaining monitoring wells for landfill gas and water quality around the landfill; managing landfill gas; maintaining leachate storage and pre-treatment facilities; and performing other required site maintenance. This program also provides for the acceptance and treatment of waste generated by the cleanout of stormwater oil/grit separators.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	1,129,960	1.1
Increase Cost: Landfill gas flare system maintenance and leachate hauling	159,330	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	12,090	0.1
FY05 CE Recommended	1,301,380	1.2

Out-of-County Refuse Disposal

This program provides for the rail shipment of ash residue that is designated for disposal from the RRF to a contracted landfill facility in Brunswick County, Virginia. A dedicated disposal cell area was developed at this landfill exclusively for waste from Montgomery County. This program also provides for the shipment of nonprocessable waste, such as construction material, from the Transfer Station to either recycling facilities or the contracted landfill in Brunswick County.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	8,560,970	0.8
Increase Cost: Transportation and ash disposal costs due to increase in processible waste	2,917,460	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	132,550	-0.2
FY05 CE Recommended	11,610,980	0.6

Recycling - Multi-Family Dwellings

This program provides for mandatory recycling and waste reduction for multi-family properties. Program efforts include technical assistance, training, and outreach in addition to the review and monitoring of waste reduction and recycling plans and reports.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	397,670	2.7
Add: Enforcement component to multi-family recycling program	71,100	0.8
Enhance: Advertising of recycling requirements to Spanish-speaking residents	82,500	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	47,810	0.1
FY05 CE Recommended	599,080	3.6

Personnel costs are reallocated from other programs.

Recycling - Residential

This program provides for securing, administering, and enforcing countywide contracts for residential curbside recycling collection with private haulers and responding to service needs from citizens. Staff maintain a customer service database.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	12,707,460	18.4
Enhance: Distribution of 52,000 mixed paper recycling wheeled containers to four recycling areas	1,842,650	0.0
Enhance: Replace dump truck	27,960	0.0
Increase Cost: Recycling collection contracts	1,796,090	0.0
Decrease Cost: Elimination of One-Time Items in FY04	-60,460	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	192,960	2.0
FY05 CE Recommended	16,506,660	20.4

Recycling Center

This program provides for the separation, processing, and marketing of recyclable materials (glass, metal, and plastic). The Recycling Center also serves as a transfer point for shipping residential mixed paper for processing. The Recycling Center receives recyclable material collected under the County curbside collection program, as well as from municipalities and multi-family properties which have established similar types of programs. The materials are then sorted and shipped to markets for recycling.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	2,725,730	4.7
Enhance: Replace front end loader	179,110	0.0
Enhance: Educational materials for student tours	11,190	0.0
Decrease Cost: Elimination of One-Time Items in FY04	-55,650	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	71,120	-0.1
FY05 CE Recommended	2,931,500	4.6

Waste System Program Development

This program supports the planning and development of solid waste programs in accordance with the mandates of the County's Ten Year Comprehensive Solid Waste Management Plan. This may include evaluating existing source reduction, recycling, composting, collection, and disposal programs and policies with the intent of achieving solid waste program goals.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	193,030	1.2
Decrease Cost: Elimination of One-Time Items in FY04	-95,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	770	0.2
FY05 CE Recommended	98,800	1.4

Residential Recycling Outreach & Education

This program provides for educating the public about recycling, buying recycled products, composting, and waste reduction and encourages compliance with applicable laws. Public education is an important tool supporting solid waste program goals and ensuring the success of recycling initiatives.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	174,380	0.9
Enhance: Education and outreach (waste reduction and recycling guides and mixed paper recycling cardstock mailer)	223,090	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	23,190	0.0
FY05 CE Recommended	420,660	0.9

Support for Recycling Volunteers

The mission of this program is to use citizen volunteers to augment available staff resources and improve participation in waste reduction, recycling, and buying recycled programs. This citizen-to-citizen peer contact is very effective in motivating residents to actively participate in recycling.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	144,480	1.1
Decrease Cost: Elimination of One-Time Items in FY04	-17,050	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	8,710	0.0
FY05 CE Recommended	136,140	1.1

Regulation of Refuse & Recycling Collection

This program provides for the enforcement of license requirements and regulates private residential and commercial

waste haulers, including those that collect and transport refuse or recyclables.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	70,070	0.8
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	2,210	0.0
FY05 CE Recommended	72,280	0.8

Residential Household Hazardous Waste

This program collects and disposes of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. These products are removed from the municipal solid waste stream and processed at State and Federally-approved hazardous waste treatment, storage, and disposal facilities. This program also includes outreach to educate residents regarding the potential dangers of certain household products and to reduce generation of hazardous waste.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	666,360	0.5
Enhance: Regular drop-off program	265,020	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	5,060	0.0
FY05 CE Recommended	936,440	0.5

Resource Recovery Facility

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. Electricity generated by the combustion of solid waste is sold to Mirant Energy. The program also includes related costs at the Transfer Station and transportation of material between the Transfer Station and the RRF. Extensive environmental and operational monitoring is conducted, both on-site and in surrounding communities, to meet contractual obligations and all applicable regulatory standards regarding the facility.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	44,913,910	3.2
Enhance: Rail transportation system with additional locomotive and track	762,000	0.0
Enhance: Truck hauling of bypass waste by purchasing ten chassis	100,000	0.0
Increase Cost: Facility operations due to additional incoming waste	1,553,900	0.0
Decrease Cost: Elimination of One-Time Items in FY04	-2,090,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff		

turnover	-270,150	0.1
FY05 CE Recommended	44,969,660	3.3

Satellite Drop-Off Sites

This program operates satellite drop-off sites at the Damascus and Poolesville Highway Services Depots. Residents are encouraged to bring bulky materials to these sites. The sites, which operate only on weekends, provide drop-off sites for trash items as a convenience to County residents and reduce the incidence of roadside dumping. Material that is collected is then transported to the Transfer Station in Rockville.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	469,890	3.3
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	18,850	-0.1
FY05 CE Recommended	488,740	3.2

Site 2 Landfill

This program provides for the management of properties acquired for a potential future landfill. All properties are leased and/or used by private citizens. Management activities include the inspection, evaluation, and maintenance of leased agricultural land, single-family dwellings, and agricultural buildings. Activities are coordinated with the Division of Operations as needed.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	147,390	0.4
Decrease Cost: Webb property interest payment	-4,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-7,950	0.0
FY05 CE Recommended	135,440	0.4

Solid Waste Enforcement

This program consists of six related components. Staff respond to citizen complaints dealing with: storage and removal of solid waste; illegal solid waste dumping activities in the County; storage of unregistered vehicles on private property throughout the County; storage of inoperable vehicles on private property; improper screening of dumpsters, particularly those in shopping areas; and control and regulation of weeds throughout the County. The program includes a "Clean or Lien" component, which provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	847,250	8.1

Solid Waste Services

Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	26,670	0.8
FY05 CE Recommended	873,920	8.9

The program reflects increased personnel cost chargebacks.

Solid Waste Transfer Station

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. Yard waste is also received, processed, and shipped to the compost facility, mulch preserves, or other outlets. Other waste is handled or recycled including scrap metal, oil and anti-freeze, textiles, car batteries, and construction material. County staff operate the scale-house and oversee general operations, while contractors provide for the receipt and transfer of waste and operate the public unloading facility and recycling drop-off areas.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	2,193,160	7.6
Decrease Cost: Facility operating contract due to consolidation of administrative functions	-217,410	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	78,400	-0.2
FY05 CE Recommended	2,054,150	7.4

Waste Detoxification

This program provides assistance to businesses that qualify as small-quantity generators of hazardous waste by providing them an economical and environmentally safe disposal option. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	34,650	0.1
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-3,280	0.0
FY05 CE Recommended	31,370	0.1

Waste Reduction

This program provides for the development of activities to reduce solid waste before it enters the waste stream. Program efforts focus on source reduction of yard trim through grasscycling and backyard composting, as well as recovering textiles and building and construction materials for reuse. This program also encourages reducing the use of hazardous materials through outreach and public education.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	321,560	1.2
Decrease Cost: Outside printing	-47,530	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-6,230	-0.4
FY05 CE Recommended	267,800	0.8

Debt Service - Disposal Fund

This program contains principal and interest payments for general obligation bonds and revenue bonds used to fund the construction of solid waste facilities and other major improvements.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	4,108,720	0.0
Decrease Cost: Debt service payments	-37,940	0.0
FY05 CE Recommended	4,070,780	0.0

Administration

This program provides budget management, management analysis, human resource management, contract and procurement management support, and administrative program support.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	816,590	7.8
Add: Charges from Procurement for dedicated support to Solid Waste Services	34,430	0.5
Shift: Charges from Finance for property tax billings	85,220	0.2
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	72,780	-0.7
FY05 CE Recommended	1,009,020	7.8

Refuse Collection - Residential

The purpose of this program is to secure, administer, and enforce contracts with private haulers for residential refuse collection in Subdistrict A of the Solid Waste Collection and Disposal District, as well as to respond to service needs from citizens. Staff maintain the database of households served and administer the billing of that service. Staff also enforce County solid waste laws and noise ordinances pertaining to collection vehicle operators.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	5,270,110	9.5
Enhance: Replace dump truck	27,970	0.0
Enhance: Purchase new plotter	3,080	0.0
Increase Cost: Motor pool charges	16,320	0.0
Decrease Cost: Refuse collection contracts	-225,050	0.0

Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-25,490	-0.8
FY05 CE Recommended	5,066,940	8.7

Personnel costs and workyears are reallocated to other programs.

Vacuum Leaf Collection

The Vacuum Leaf Collection program provides two vacuum leaf collections to the residents in the downcounty during the late fall/winter months. Vacuum leaf collection is an enhanced service which complements homeowner responsibilities related to the collection of the high volume of leaves generated in this part of the County.

FY05 Recommended Changes

	Expenditures	WYs
FY04 Approved	3,701,790	48.7
Add: Resources to recognize increased level of effort	192,950	3.7
Increase Cost: Motor pool charges	319,150	0.0
Shift: Charges from Director's Office and Solid Waste Services for program oversight and support	11,200	0.1
Shift: Charges from Finance for property tax billings	27,390	0.2
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	197,120	-0.1
FY05 CE Recommended	4,449,600	52.6

BUDGET SUMMARY

	Actual FY03	Budget FY04	Estimated FY04	Recommended FY05	% Chg Bud/Rec
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	625,878	645,980	645,610	641,980	-0.6%
Employee Benefits	178,292	204,520	219,820	210,130	2.7%
Solid Waste Collection Personnel Costs	804,170	850,500	865,430	852,110	0.2%
Operating Expenses	4,611,952	4,667,660	4,642,730	4,469,430	-4.2%
Capital Outlay	0	0	0	26,580	—
Solid Waste Collection Expenditures	5,416,122	5,518,160	5,508,160	5,348,120	-3.1%
PERSONNEL					
Full-Time	15	11	11	9	-18.2%
Part-Time	0	0	0	0	—
Workyears	13.3	12.1	12.1	11.4	-5.8%
REVENUES					
Civil Citations/Penalties/Misc	0	0	490	0	—
Collection Fees	5,346,245	5,606,040	5,646,330	5,622,690	0.3%
Investment Income	38,758	40,000	25,000	50,000	25.0%
Solid Waste Collection Revenues	5,385,003	5,646,040	5,671,820	5,672,690	0.5%
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	6,384,992	4,309,010	4,461,510	4,854,780	12.7%
Employee Benefits	1,752,618	1,274,290	1,350,760	1,531,590	20.2%
Solid Waste Disposal Personnel Costs	8,137,610	5,583,300	5,812,270	6,386,370	14.4%
Operating Expenses	72,653,283	74,272,520	79,345,410	83,015,280	11.8%
Debt Service G.O. Bonds	110,298	97,690	97,690	58,430	-40.2%
Debt Service Other	4,293,966	4,011,030	4,011,030	4,012,350	0.0%
Capital Outlay	979,755	2,498,880	3,006,970	1,735,350	-30.6%
Solid Waste Disposal Expenditures	86,174,912	86,463,420	92,273,370	95,207,780	10.1%
PERSONNEL					
Full-Time	59	63	63	65	3.2%
Part-Time	0	0	0	0	—
Workyears	120.7	77.7	77.7	83.7	7.7%
REVENUES					
Civil Penalties/Fines	57,835	0	0	0	—
Disposal Fees/Operating Revenue	27,112,222	27,571,080	33,212,340	37,079,130	34.5%
Leaf Vacuuming Fees	4,167,074	0	0	0	—
Systems Benefit Charge	51,352,545	47,702,590	48,314,120	42,182,340	-11.6%
FEMA Reimbursement	0	0	51,460	0	—
Compost Bins	1,725	0	0	0	—
Sale Of Recycled Materials	1,232,177	1,901,990	1,320,640	1,171,870	-38.4%
Gude Methane Royalties	50,835	0	0	0	—
Investment Income: Pooled	1,528,821	2,150,000	959,000	1,890,000	-12.1%
Investment Income: Non-Pooled	664,163	399,000	399,000	399,000	—
Miscellaneous	998,669	563,150	1,249,560	741,210	31.6%
License Fees	10,145	7,660	12,170	10,150	32.5%
Solid Waste Disposal Revenues	87,176,211	80,295,470	85,518,290	83,473,700	4.0%
VACUUM LEAF COLLECTION					
EXPENDITURES					
Salaries and Wages	0	2,016,380	1,622,870	2,227,010	10.4%
Employee Benefits	0	530,120	548,770	716,470	35.2%
Vacuum Leaf Collection Personnel Costs	0	2,546,500	2,171,640	2,943,480	15.6%
Operating Expenses	0	1,155,290	1,528,450	1,506,120	30.4%
Capital Outlay	0	0	0	0	—
Vacuum Leaf Collection Expenditures	0	3,701,790	3,700,090	4,449,600	20.2%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	0.0	48.7	48.7	52.6	8.0%
REVENUES					

	Actual FY03	Budget FY04	Estimated FY04	Recommended FY05	% Chg Bud/Rec
Collection Fees	0	4,889,180	4,840,040	5,642,770	15.4%
Investment Income	0	0	35,000	35,000	—
Vacuum Leaf Collection Revenues	0	4,889,180	4,875,040	5,677,770	16.1%
DEPARTMENT TOTALS					
Total Expenditures	91,591,034	95,683,370	101,481,620	105,005,500	9.7%
Total Full-Time Positions	74	74	74	74	—
Total Part-Time Positions	0	0	0	0	—
Total Workyears	134.0	138.5	138.5	147.7	6.6%
Total Revenues	92,561,214	90,830,690	96,065,150	94,824,160	4.4%

FUTURE FISCAL IMPACTS

Title	CE REC. FY05	FY06	FY07	(S000's) FY08	FY09	FY10
This table is intended to present significant future fiscal impacts of the department's programs.						
SOLID WASTE COLLECTION						
Expenditures						
FY05 Recommended	5,348	5,348	5,348	5,348	5,348	5,348
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY05	-27	-27	-27	-27	-27	-27
Items recommended for one-time funding in FY05, including a replacement dump truck and a plotter, will be eliminated from the base in the outyears.						
Labor Contracts	0	40	84	92	92	92
These figures represent the annualization of FY05 increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustment and service increments) for personnel are included for FY06 and beyond.						
Subtotal Expenditures	5,322	5,362	5,406	5,414	5,414	5,414
SOLID WASTE DISPOSAL						
Expenditures						
FY05 Recommended	95,208	95,208	95,208	95,208	95,208	95,208
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY05	0	54	54	54	54	54
New positions in the FY05 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Compost Facility Stormwater Management Repairs	0	100	0	0	0	0
Repairs to the stormwater management ponds at the Compost Facility will continue into FY06.						
Elimination of One-Time Items Approved in FY05	0	-3,838	-3,838	-3,838	-3,838	-3,838
Items recommended for one-time funding in FY05 will be eliminated from the base in the outyears.						
Equipment Replacement	0	1,760	1,519	265	587	498
Funds will provide for equipment replacement at the Transfer Station, Compost Facility, and Recycling Center.						
Labor Contracts	0	262	545	596	596	596
These figures represent the annualization of FY05 increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustment and service increments) for personnel are included for FY06 and beyond.						
Mixed Paper Recycling	0	46	93	-9	41	92
This represents the County's contract service fee, and related costs, with Office Paper Systems, Inc.						
Operating Budget Impact of CIP Projects	0	0	0	344	344	343
This represents the operating budget impact of the division's CIP project to improve the Transfer Station and related facilities.						
Out-of-County Trash Haul	0	-2,483	-2,354	-2,182	-2,014	-1,845
The division anticipates a reduction in out-of-County haul as a result of increasing the tipping fee at the Transfer Station.						
Periodic Studies	0	380	105	0	0	0
Studies on a range of solid waste disposal and recycling topics are conducted on a multi-year cycle resulting in annual fluctuations in program costs.						
Rail System Capacity Improvements	0	755	651	0	0	0
The division will be acquiring an additional locomotive and 22 rail cars between FY04 and FY07 to improve the waste transportation system between the Transfer Station and RRF.						
RRF Electricity Credits	0	285	1,508	1,508	1,508	1,508
Revenue earned from electricity generated by the RRF is reflected as an offset to expenditures rather than as revenue to the Disposal Fund.						
Wheeled Toters for Mixed Paper Recycling	0	2,284	0	0	0	0
Funding will be provided to complete distribution of wheeled containers to support the mixed paper recycling program.						
Subtotal Expenditures	95,208	94,813	93,490	91,946	92,486	92,616

Title	CE REC. FY05	FY06	FY07	(5000's) FY08	FY09	FY10
VACUUM LEAF COLLECTION						
Expenditures						
FY05 Recommended	4,450	4,450	4,450	4,450	4,450	4,450
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	95	197	215	215	215
These figures represent the annualization of FY05 increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustment and service increments) for personnel are included for FY06 and beyond.						
Subtotal Expenditures	4,450	4,544	4,646	4,665	4,665	4,665

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY05-10

Assumptions:

- Refuse collection services are maintained at their current level, and the annual household collection charge is unchanged at \$66.00.
- Vacuum leaf collection services are also maintained at their current level, but the annual single-family household charge increases to \$67.78 to align the budget with actual costs and maintain a prudent reserve level.
- The County Executive recommends increasing the disposal fee for refuse received at the Transfer Station from \$48 per ton to \$56 per ton in response to increased utilization of the County's disposal system.
- Solid waste system service charges are adjusted to ensure the fiscal health of the fund (i.e., positive cash and retained earnings). The Executive recommends increasing the single-family systems benefit charges to \$186.85, as a result of increased recycling and disposal costs associated with re-bidding of collection contracts and increased disposal system utilization. Multi-family and nonresidential systems benefit charges are decreased as a result of the \$8 per ton increase in the tipping fee. The County government continues to be assessed the systems benefit charge at \$225,010 in FY05.
- The FY05-10 recommended budget and fiscal plan includes funding to distribute 52,000 rolling carts throughout four recycling areas to enhance the mixed paper collection program in FY05 and an additional 63,000 carts in FY06. In addition, funding is included to provide enforcement of recycling regulations in the multi-family and nonresidential sectors. The recommended budget includes funding to support the recommended CIP project to improve operations at the Transfer Station and purchase and develop a solid waste site on East Gude Drive.
- Expenditures for certain programs, such as the Resource Recovery Facility, Out-of-County Haul, and Mixed Paper Recycling, are calculated based on waste generation, disposal, and recycling estimates, as well as inflation. Other expenditures are increased by inflation, except where contract or scheduled costs apply.

FY05-010 PUBLIC SERVICES PROGRAM: FISCAL PLAN				SOLID WASTE COLLECTION FUND			
FISCAL PROJECTIONS	FY04 ESTIMATE	FY05 RECOMMEND	FY06 PROJECTION	FY07 PROJECTION	FY08 PROJECTION	FY09 PROJECTION	FY10 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	13.15%	14.32%	14.32%	14.32%	14.32%	14.32%	14.32%
CPI (Fiscal Year)	2.7%	2.4%	2.3%	2.4%	2.5%	2.4%	2.3%
Charge per Household (Once-weekly refuse collection)	\$66.00	\$66.00	\$66.00	\$66.00	\$66.00	\$66.00	\$66.00
Households Receiving Collection Service	85,034	85,192	85,192	85,192	85,192	85,192	85,192
BEGINNING RETAINED EARNINGS	599,520	646,340	843,890	1,031,730	1,179,550	1,328,330	1,487,110
REVENUES							
Charges For Services	5,646,330	5,622,690	5,622,690	5,622,690	5,622,690	5,622,690	5,622,690
Miscellaneous	25,490	50,000	60,000	70,000	80,000	90,000	100,000
Subtotal Revenues	5,671,820	5,672,690	5,682,690	5,692,690	5,702,690	5,712,690	5,722,690
INTERFUND TRANSFERS (Net Non-CIP)	(116,840)	(127,020)	(132,820)	(139,090)	(140,220)	(140,220)	(140,220)
TOTAL RESOURCES	6,154,500	6,192,010	6,393,760	6,585,330	6,742,020	6,900,800	7,069,580
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(5,508,160)	(5,348,120)	(5,321,540)	(5,321,540)	(5,321,540)	(5,321,540)	(5,321,540)
Labor Contracts	0	0	(40,490)	(84,240)	(92,150)	(92,150)	(92,150)
Subtotal PSP Oper Budget Approp / Exp's	(5,508,160)	(5,348,120)	(5,362,030)	(5,405,780)	(5,413,690)	(5,413,690)	(5,413,690)
TOTAL USE OF RESOURCES	(5,508,160)	(5,348,120)	(5,362,030)	(5,405,780)	(5,413,690)	(5,413,690)	(5,413,690)
YEAR END RETAINED EARNINGS	646,340	843,890	1,031,730	1,179,550	1,328,330	1,487,110	1,655,890
END-OF-YEAR RETAINED EARNINGS AS A PERCENT OF RESOURCES	10.5%	13.6%	16.1%	17.9%	19.7%	21.5%	23.4%

Assumptions:

1. Fees are adjusted to achieve cost recovery.

Notes:

1. The refuse collection charge is adjusted annually to fund the approved service program and to maintain an ending fund balance between 7.5% and 10% of resources at the end of the six-year planning period. A fund balance policy for the Collection Fund is currently under development and will guide future decision making concerning the refuse collection charge.

2. The FY05-10 projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. FY06-10 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, the operating costs of capital, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include inflation or unapproved service improvements. The projected future expenditures, revenues, and fund balances may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.

FY05-010 DIVISION OF SOLID WASTE SERVICES					SOLID WASTE DISPOSAL FUND		
FISCAL PROJECTIONS	ESTIMATE FY04	RECOMMENDED FY05	PROJECTED FY06	PROJECTED FY07	PROJECTED FY08	PROJECTED FY09	PROJECTED FY10
CHARGES/FEES							
Single-Family Charges (\$/Household)	176.70	186.85	199.30	209.21	216.03	221.10	223.75
Multi-Family Charges (\$/Dwelling Unit)	36.65	20.24	24.65	26.68	26.10	26.50	24.37
Nonresidential Charges (average \$/2000 sq. ft.)	222.88	160.62	171.88	180.17	185.10	187.18	188.12

OPERATIONS CALCULATION

Goal is to maintain Net Change near zero

REVENUES							
Disposal Fees	33,212,340	37,079,130	36,261,430	32,645,010	32,621,870	32,598,720	32,575,570
Charges for Services/SBC	48,314,120	42,182,340	48,401,440	52,246,120	54,725,550	56,251,310	56,601,980
Miscellaneous	2,633,830	1,923,230	1,964,160	1,940,450	2,011,690	2,058,190	2,106,610
Investment Income	1,358,000	2,289,000	3,202,000	4,429,000	5,219,000	5,939,000	5,939,000
Subtotal Revenues	85,518,290	83,473,700	89,829,030	91,260,580	94,578,110	96,847,220	97,223,160
INTERFUND TRANSFERS	1,021,910	1,112,200	1,113,410	1,054,560	862,680	960,640	856,180
EXPENDITURES							
Personnel Costs	(5,812,270)	(6,386,370)	(6,667,030)	(6,960,380)	(7,369,590)	(7,689,630)	(8,016,160)
Operating Expenses	(83,454,130)	(87,086,060)	(86,799,050)	(84,362,200)	(88,794,570)	(86,115,110)	(91,237,410)
Capital Outlay	(3,006,970)	(1,735,350)	(1,760,140)	(1,518,700)	(265,430)	(587,210)	(498,040)
Subtotal Expenditures	(92,273,370)	(95,207,780)	(95,226,220)	(92,841,280)	(96,429,590)	(94,391,950)	(99,751,610)
CURRENT RECEIPTS TO CIP	(820,000)	(3,921,000)	(5,516,000)	(1,786,000)	-	-	-
PAYOUT OF CLOSURE COSTS (Non-CIP)	1,697,210	1,257,520	1,286,220	1,319,740	1,355,500	1,390,920	1,425,930
CY ACCRUED CLOSURE COSTS	(25,870)	(29,550)	(31,460)	(33,520)	(35,760)	(35,420)	(35,010)
NET CHANGE	(4,881,830)	(13,314,910)	(8,545,020)	(1,025,920)	330,940	4,771,410	(281,350)

CASH POSITION

Goal is to maintain Cash and Investments Over/(Under) Reserve Requirements at greater than zero

ENDING CASH & INVESTMENTS							
Unrestricted Cash	39,116,420	30,152,240	22,933,430	19,829,760	18,088,260	18,712,080	15,338,910
Restricted Cash	40,221,880	34,975,190	32,607,390	33,508,800	34,622,880	37,542,450	39,684,370
Subtotal Cash & Investments	79,338,300	65,127,430	55,540,820	53,338,560	52,711,140	56,254,530	55,023,280
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(22,784,250)	(22,789,690)	(22,207,220)	(23,103,150)	(22,596,300)	(23,935,650)	(24,508,780)
Debt Service Reserve	(3,110,470)	(3,110,470)	(3,110,470)	(3,110,470)	(3,110,470)	(3,110,470)	(3,110,470)
Future System Contingency Reserve	(3,043,550)	(1,046,600)	(1,046,600)	(1,046,600)	(2,271,090)	(3,495,580)	(4,720,070)
Research & Development Reserve	(1,842,230)	(2,128,650)	(2,417,730)	(2,694,200)	(2,972,280)	(3,252,000)	(3,533,080)
Renewal & Replacement Reserve	(2,531,280)	(2,649,670)	(2,825,370)	(2,554,370)	(2,672,740)	(2,748,740)	(2,811,960)
Stability Reserve	(6,910,110)	(3,250,110)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Subtotal Reserve Requirements	(40,221,890)	(34,975,190)	(32,607,390)	(33,508,790)	(34,622,880)	(37,542,440)	(39,684,360)
Closure/Postclosure Liability	(22,183,190)	(20,955,210)	(19,700,450)	(18,414,230)	(17,094,490)	(15,738,990)	(14,348,070)
Subtotal Reserve & Liability Requirements	(62,405,080)	(55,930,400)	(52,307,840)	(51,923,020)	(51,717,370)	(53,281,430)	(54,032,430)
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	16,933,220	9,197,030	3,232,980	1,415,540	993,770	2,973,100	990,850

RETAINED EARNINGS

Goal is to maintain Retained Earnings at greater than reserve requirements

ENDING RETAINED EARNINGS	61,429,700	54,728,710	54,441,050	57,751,060	59,450,100	65,828,950	67,593,400
Less: Reserve Requirements	(40,221,890)	(34,975,190)	(32,607,390)	(33,508,790)	(34,622,880)	(37,542,440)	(39,684,360)
RETAINED EARNINGS OVER/(UNDER) RESERVE REQUIREMENTS	21,207,810	19,753,520	21,833,660	24,242,270	24,827,220	28,286,510	27,909,040

FY05-10 PUBLIC SERVICES PROGRAM: FISCAL PLAN				VACUUM LEAF COLLECTION FUND			
FISCAL PROJECTIONS	FY04 ESTIMATE	FY05 RECOMMEND	FY06 PROJECTION	FY07 PROJECTION	FY08 PROJECTION	FY09 PROJECTION	FY10 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	13.15%	14.32%	14.32%	14.32%	14.32%	14.32%	14.32%
CPI (Fiscal Year)	2.7%	2.4%	2.3%	2.4%	2.5%	2.4%	2.3%
Charge per single-family household	\$58.23	\$67.78	\$68.66	\$70.07	\$70.32	\$70.32	\$70.32
Charge per multi-family unit	\$6.17	\$7.08	\$7.17	\$7.32	\$7.34	\$7.34	\$7.34
Single-family households in leaf collection district	78,938	79,085	79,085	79,085	79,085	79,085	79,085
Multi-family units in leaf collection district	39,789	39,863	39,863	39,863	39,863	39,863	39,863
BEGINNING CASH BALANCE	0	215,190	250,000	250,000	250,000	250,000	250,000
REVENUES							
Charges For Services	4,840,040	5,642,770	5,716,130	5,832,970	5,854,140	5,854,140	5,854,140
Miscellaneous	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Subtotal Revenues	4,875,040	5,677,770	5,751,130	5,867,970	5,889,140	5,889,140	5,889,140
INTERFUND TRANSFERS (Net Non-CIP)	(959,760)	(1,193,360)	(1,206,910)	(1,221,540)	(1,224,190)	(1,224,190)	(1,224,190)
TOTAL RESOURCES	3,915,280	4,699,600	4,794,220	4,896,430	4,914,950	4,914,950	4,914,950
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(3,700,090)	(4,449,600)	(4,449,600)	(4,449,600)	(4,449,600)	(4,449,600)	(4,449,600)
Labor Contracts	0	0	(94,620)	(196,830)	(215,350)	(215,350)	(215,350)
Subtotal PSP Oper Budget Approp / Exp's	(3,700,090)	(4,449,600)	(4,544,220)	(4,646,430)	(4,664,950)	(4,664,950)	(4,664,950)
TOTAL USE OF RESOURCES	(3,700,090)	(4,449,600)	(4,544,220)	(4,646,430)	(4,664,950)	(4,664,950)	(4,664,950)
YEAR END CASH BALANCE	215,190	250,000	250,000	250,000	250,000	250,000	250,000
END-OF-YEAR CASH BALANCE AS A PERCENT OF RESOURCES		5.3%	5.2%	5.1%	5.1%	5.1%	5.1%
<p>Assumptions:</p> <ol style="list-style-type: none"> 1. Prior to FY04, the Vacuum Leaf Collection program was accounted for within the Solid Waste Disposal Sub-Fund. Beginning in FY04, however, this program's operations are accounted for within a separate sub-fund of the Solid Waste Enterprise Fund. 2. Fees are adjusted to achieve cost recovery. The Department estimates that 95% of the material collected is attributable to single-family homes; therefore, 95% of the program's costs are recovered through the single-family rate while the remaining 5% is recovered through the multi-family rate. <p>Notes:</p> <ol style="list-style-type: none"> 1. The rates have been set to establish a fund balance of \$250,000 at the end of FY05. A fund balance policy is currently under development. In future years, rates will be adjusted annually to fund the approved service program and maintain the appropriate ending funding balance. 2. The FY05-10 projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. FY06-10 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include inflation or unapproved service improvements. The projected future expenditures, revenues, and fund balances may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here. 							

FY05 Solid Waste Service Charges

1. **Purpose** - To fund solid waste management services provided to residents and businesses in Montgomery County through service charges to all entities that benefit from such services.
2. **Classification of Service Charges** - There are five basic categories of service charges:

Base Systems Benefit Charge - Paid by all entities to cover cost of system administration, historical debt service, waste reduction, and "stand-by" disposal capacity.

Incremental Systems Benefit Charge - Paid by entities based on sector-specific services they receive (i.e., single family residences pay for curbside recycling program, businesses pay for commercial recycling program, etc.)

Disposal Charges - Paid as a service charge via the tax bill or at the Transfer Station by all entities who deliver solid waste to Montgomery County for disposal.

Leaf Vacuuming Charge - Covers the cost of leaf vacuuming service provided in the Leaf Vacuuming District.

Refuse Collection Charge - Paid by single family homeowners who receive once weekly refuse collection service by County contractors.

3. **Implementation of Service Charges** - Service charges are collected from the various sectors in the following manner:

	Base Systems Benefit Charge	Incremental Systems Benefit Charge	Disposal Charge	Leaf Vacuuming Charge	Refuse Collection Charge
Unincorporated Single Family	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
Incorporated Single Family	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
Incorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Commercial	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Incorporated Commercial	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable

RECOMMENDED FY05 TAX BILL CHARGES FOR SOLID WASTE

	Base Charge	x	Billing Rate (tons)	=	Disposal Charge	+	Base Systems Benefit Charge	+	Incremental Systems Benefit Charge	+	Refuse Collection Charge	+	Leaf Vacuuming Charge	=	Total Bill
SUBDISTRICT A (Refuse Collection District)															
Inside Leaf Vacuuming District	\$56.00		1.01288		\$56.72		\$40.99		\$89.14		\$66.00		\$67.78		\$320.63
Outside Leaf Vacuuming District	\$56.00		1.01288		\$56.72		\$40.99		\$89.14		\$66.00				\$252.85
Incorporated							\$40.99								\$40.99
SUBDISTRICT B															
Single-family Residential															
Incorporated							\$40.99								\$40.99
Inside Leaf Vacuuming District															
Unincorporated	\$56.00		1.01288		\$56.72		\$40.99		\$89.14				\$67.78		\$254.63
Outside Leaf Vacuuming District															
Unincorporated	\$56.00		1.01288		\$56.72		\$40.99		\$89.14						\$186.85
MULTI-FAMILY RESIDENTIAL															
Incorporated							\$8.14		\$12.10						\$20.24
Unincorporated															
Outside Leaf Vacuuming District							\$8.14		\$12.10						\$20.24
Inside Leaf Vacuuming District							\$8.14		\$12.10				\$7.08		\$27.32
NONRESIDENTIAL - \$/2,000 SQ. FT. *															
Waste Generation Categories															
Low							\$38.42		\$13.62						\$52.04
Medium Low							\$115.26		\$40.86						\$156.12
Medium							\$192.11		\$68.09						\$260.20
Medium High							\$268.95		\$95.33						\$364.28
High							\$345.79		\$122.57						\$468.36

OTHER RECOMMENDED FY05 SOLID WASTE FEES

Base Solid Waste Charge	
Tipping Fee	\$56.00 /ton
Waste delivered < 500 lbs	\$0.00 /ton
Recyclable Materials Acceptance Fees	
Paper received at the paper acceptance facility	\$0.00 /ton
Commingled containers from municipalities	\$15.00 /ton
Commingled containers from other sources	\$0.00 /ton
Yard trim	\$33.00 /ton

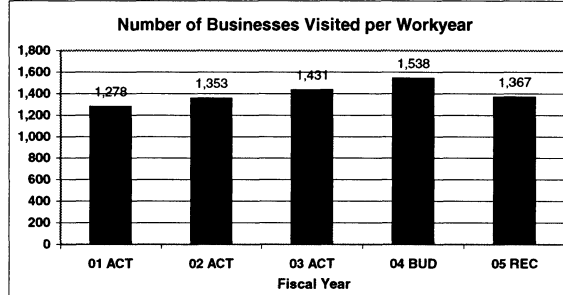
* The Commercial Systems Benefit Charge rate multiplied by the total number of 2,000 square feet units of improved real property area equals the nonresidential charge.

** A billable unit is an apartment or a condominium.

PUBLIC WORKS AND TRANSPORTATION

Solid Waste Services

PROGRAM: Commercial Recycling	PROGRAM ELEMENT:				
PROGRAM MISSION: To provide comprehensive technical support, assistance, outreach, and training to all businesses in the County and to monitor businesses for compliance with Executive Regulation 109-92 in order to improve the environment by diverting waste from disposal through recycling, waste reduction, reuse, and "buying recycled" opportunities					
COMMUNITY OUTCOMES SUPPORTED: • Improved environment • Enhanced quality of life • Healthy children and adults • High quality services meeting or exceeding the expectations of County businesses					
PROGRAM MEASURES	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC¹
Outcomes/Results:					
Number of businesses discovered not recycling during initial site visit by program specialist	NA	NA	493	500	560
Number of businesses recycling in compliance with Executive Regulation 109-92 after initial site visit (or, if necessary, after issuance of first Notice of Violation) ^a	NA	NA	8,807	9,470	9,944
Percentage of businesses recycling after initial site visit/first Notice of Violation	NA	NA	94.7	94.7	88.5
Service Quality:					
Percentage of businesses complying with annual report requirements ^b	19.4	95.9	100.0	100.0	100.0
Percentage of businesses served during the fiscal year ^c	20.9	24.1	27.1	29.0	32.6
Percentage of survey respondents rating site visit as excellent or good	NA	NA	NA	>90	>90
Efficiency:					
Average cost per business served (\$)	162	112	102	96	105
Businesses visited per workyear	1,278	1,353	1,431	1,538	1,367
Workload/Outputs:					
Number of businesses visited by program specialists/investigators ^k	5,751	8,256	9,300	10,000	^l 11,232
Total audience reached ^d	33,592	19,777	26,442	12,000	65,232
Total number of services provided ^e	19,766	21,805	12,996	20,420	25,560
Number of businesses filing initial recycling and waste reduction plans ^f	NA	NA	NA	NA	6,000
Number of Annual Reports received covering previous calendar year ^g	126	327	458	650	650
Number of educational events held or participated in ^h	14	45	77	80	80
Inputs:					
Expenditures (\$000)	934	926	948	963	1,185
Workyears ⁱ	4.5	6.1	6.5	6.5	8.2
Notes:					
^a Businesses that are judged not in compliance with Executive Regulation 109-92 during the initial site visit by the program specialist are given 30 days to set up a recycling program. Upon a second visit, businesses that remain out of compliance are issued a written warning (Notice of Violation) and a certain period (usually 14 days) to remedy the situation. These businesses are re-inspected after the specified period to determine if they have come into compliance. This measure includes all businesses found to be in compliance during the initial site visit or that come into compliance within the period provided by the Notice of Violation.					
^b Based on the estimated number of medium and large-sized businesses (according to the Dunn and Bradstreet business database) which are required to file annual recycling and waste reduction reports.					
^c Based on the estimated number of businesses operating in the County, according to the Dunn and Bradstreet business database (FY01 = 27,500; FY02 and FY03 = 34,311; FY04 and FY05 = 34,453).					
^d Total businesses and individuals reached via special events, mailings, on-site visits, and telephone calls.					
^e Services provided to a business include materials distributed such as brochures, labels for recycling containers, posters, recycling starter kits, etc.					
^f Businesses are required to file a one-time business recycling and waste reduction plan when they start operations. Plans will not be requested from new businesses during FY04 in anticipation of amending Executive Regulation 109-92.					
^g Property management companies/owners file reports that cover multiple businesses in a single report. For example, in FY03 approximately 650 businesses were covered in 458 reports.					
^h Includes seminars, training sessions, and outreach events conducted by various organizations and communities where program staff provided technical assistance and information on recycling, waste reduction, and "buying recycled."					
ⁱ Workyears are budgeted, not actual.					
^j The FY05 budget includes additional resources to provide direct notification to the estimated 25,000-30,000 businesses, owners, managers, employees, property management companies, chambers of commerce, and other professional associations of their recycling requirements under the amendment to Executive Regulation 109-92, plus the creation of two Investigator I positions to provide full-time, dedicated investigation and enforcement of Executive Regulation 109-92 as it pertains to businesses and organizations in the County.					
^k As of FY05, includes businesses visited by Investigators or by Program Specialists.					
^l An estimated 1,232 additional site visits will be conducted by the Investigator I positions in FY05 pursuant to Executive Regulation 109-92 as amended. This estimate is based on the average number of complaints received per year and the expectation that 10% of businesses visited by program specialists will not be in compliance.					
EXPLANATION: This program provides on-site technical and educational services to the County's 25,000 - 30,000 businesses. Although the County does not provide recycling collection services for the non-residential sector, the County requires (through Executive Regulation 109-92) that businesses recycle certain materials. Program Specialists spend at least 80% of their daily activities visiting businesses and meeting with managers, property management companies, and employees to help establish - or provide recommendations for improving - recycling and waste reduction programs. When the program is fully staffed with 5 specialists, it is expected that 10,000 sites can be visited in a year. (Prior to FY03, the program was not fully staffed.) Executive Regulation 109-92 was enacted in March 1993. While it has served the County well for the past ten years, Solid Waste Services has identified a number of ambiguities in the regulation that businesses are trying to use to avoid implementing recycling programs. As a result, the Division plans to amend Executive Regulation 109-92 during the FY04-05 timeframe.					
PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Business owners; managers and employees; property owners; property management companies; collection contractors; recycling markets; condominium property boards; tenant associations; custodial contractors; trade organizations; Chambers of Commerce.					
MAJOR RELATED PLANS AND GUIDELINES: Executive Regulation 109-92, Montgomery County Code Chapters 48 and 56, 10-Year Comprehensive Solid Waste Management Plan, Montgomery County Policy on Waste Reduction.					



PUBLIC WORKS AND TRANSPORTATION

Solid Waste Services

PROGRAM: Resource Recovery Facility	PROGRAM ELEMENT:
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PROGRAM MISSION:
To reduce the amount of material that must be disposed by landfilling, maximize the recycling of ferrous materials^a remaining in the waste after other ferrous reduction and recycling efforts, and recover the useful energy content of this renewable energy resource in an environmentally sound and cost-effective manner, while minimizing truck traffic associated with waste hauling

COMMUNITY OUTCOMES SUPPORTED:

- Provide high-value services
- Protect and enhance the environment
- Improve the quality of life for citizens

PROGRAM MEASURES	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
Outcomes/Results:					
Percentage reduction in processable waste ^b landfilled ^c	77.7	70.5	71.2	70.5	70.5
Value of electricity sold (\$000)	7,756	12,578	14,152	10,688	12,923
Truck trips removed from County roads due to rail link	22,957	25,709	27,809	24,894	28,178
Service Quality:					
Processable waste bypassed and disposed elsewhere (tons) ^d	0	0	0	0	0
Percentage of operating time the Resource Recovery Facility (RRF) is in compliance with permits ^e	100	100	100	100	100
Efficiency:					
Average net operating cost per ton (\$)	27.91	23.82	21.09	27.80	25.19
Average net debt service cost per ton (\$) ^f	56.59	51.09	45.30	48.01	42.66
Net energy recovery rate (kilowatt hours sold per ton processed)	572	579	593	575	575
Workload/Outputs:					
Waste processed at the Resource Recovery Facility (tons) ^g	516,536	578,450	625,710	560,121	634,000
Ferrous materials recovered or recycled at the RRF (tons)	14,908	16,447	19,649	15,683	17,752
Other metals recovered from ash (tons)	1,190	0	0	0	0
Electricity generated (megawatt hours)	352,679	391,853	368,987	329,911	373,426
Inputs:					
Total contract cost to County (\$000) ^h	43,645	43,334	41,544	42,463	43,017
Workyears (County employees)	1.8	2.1	3.0	2.8	2.9

Notes:

^aFerrous materials are substances that contain iron.

^b"Processable waste" consists of all types of solid waste except construction and demolition debris - concrete, rock, rebar, etc.

^cPercentage reduction in *weight*. The reduction in the use of landfill *volume* is 10 -15% greater (e.g. 80 to 95%) due to the high density of ash.

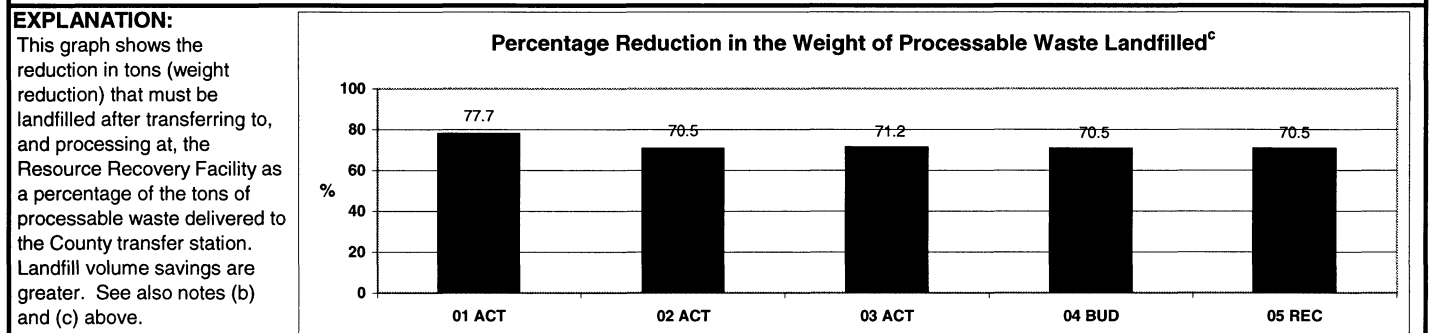
^dIf processable waste cannot be handled by the Resource Recovery Facility (e.g. because of capacity limitation), it would be disposed of out-of-County through an existing long-term contract.

^eThe facility was not in compliance due to air emissions for 3 hours during FY02.

^fCounty contract costs covering net debt service of the Resource Recovery Facility and transfer station improvements (built and operated by the Northeast Maryland Waste Disposal Authority). Debt service ends 4/1/16. Does not include nonfinanced capital (\$2.09 million in FY04, \$862,000 in FY05), non-contract operating costs (\$772,000 in FY05, mostly for risk management), or the cost of the County workyears shown (\$275,134 in FY05).

^gTons actually processed (differs from the weight when loaded on rail from the transfer station). Does not include non-processable tonnage (60,000 tons in FY04).

^hTotal County contract costs for the program. Includes transfer station operation for disposal waste and rail link as well as Resource Recovery Facility operation and insurance. Does not include residue disposal (about \$10.80 per input ton), risk management costs, non-debt financed capital outlay, chargebacks to the Department of Environmental Protection for laboratory services \$43,603 in FY05 for 0.37 work years and lab costs), and certain other administrative and indirect County costs (see footnote f, above).



PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Montgomery County Department of Environmental Protection, Northeast Maryland Waste Disposal Authority, Covanta Energy, CSX, American Ash Recycling of Pennsylvania (in FY01).

MAJOR RELATED PLANS AND GUIDELINES: Bond Indenture, Solid Waste Management Plan, Waste Disposal Agreement, Service Agreement, Electricity Sales Agreement, Rail Transportation Agreement.